



STRATHMORE BUSINESS SCHOOL
BACHELOR OF SCIENCE IN SUPPLY CHAIN & OPERATIONS MANAGEMENT
SPECIAL EXAMINATION
SCM 2104: CATEGORY MANAGEMENT

DATE: Wednesday, 6th May 2026

TIME: 14:00 – 16:00

Instructions

1. This examination consists of **FIVE** questions.
2. Answer **Question ONE (COMPULSORY)** and any other **TWO** questions.

QUESTION ONE (30 MARKS)

Zenith Electronics is a mid-sized electronics firm based in Industrial Area, Nairobi. The Procurement manager wants to transition to a category management approach. Currently, Zenith spends significantly on two main areas: specialized microchips (which have few suppliers and high business impact) and standard office stationery (which has many suppliers and low business impact).

- a) Using the Kraljic Matrix, how should Zenith Electronics categorize “the specialized microchips” and “the office stationery”. Provide rationale. **(6 marks)**
- b) Propose **THREE** risk mitigation strategies that Zenith should consider for their specialized microchips category. **(6 marks)**
- c) Describe **FOUR** routes to market that the Procurement manager can use while implementing category management. **(8 marks)**
- d) As the Procurement Manager in Zenith, explain to the officers five primary contract management responsibilities in category management. **(10 marks)**

QUESTION TWO (20 MARKS)

- a) Distinguish between account management and category management **(4 marks)**
- b) Using **THREE** points, explain the importance of category management in an organisation **(6 marks)**
- c) Elaborate on **FIVE** key internal data that can provide actionable insights for a category sourcing manager. **(10 marks)**

QUESTION THREE (20 MARKS)

- a) Analyse the **FIVE** roles of stakeholder analysis during the preparation phase of the category management process. **(10 marks)**
- b) Using a diagram, illustrate how the portfolio analysis contributes to effective preparation for category management. **(10 marks)**

QUESTION FOUR**(20 MARKS)**

- a) Evaluate the use of STEEPLE as a supply market analysis tool in understanding the industry. **(10 marks)**
- b) Discuss **FIVE** factors a category sourcing manager can consider when making make or buy decisions in category management. **(10 marks)**

QUESTION FIVE**(20 MARKS)**

- a) Discuss **FIVE** essential components of a category sourcing plan that the category sourcing manager can use as a structured approach to managing how an organization procures a specific group of goods and services. **(10 marks)**
- b) Examine **FIVE** challenges of implementing category management. **(10 marks)**

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